

CALIFORNIA
ENERGY
COMMISSION

ENERGY SHORTAGE CONTINGENCY PLAN

JULY 1999
300-96-006



Gray Davis, Governor

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CALIFORNIA ENERGY COMMISSION

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The ***Energy Shortage Contingency Plan*** is prepared in response to legislative requirements specified in Public Resources Code Sections 25216.5(b) and 25700. The statute directs the California Energy Commission to prepare and submit to the Governor and Legislature contingency plans to deal with possible shortages of electrical energy or fuel supplies to protect public health, safety and welfare.

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INTRODUCTION

PURPOSE AND PHILOSOPHY

The *California Energy Shortage Contingency Plan* is the state's response to a "shortage of electrical energy or fuel supplies to protect public health, safety, and welfare" (Public Resources Code Sec. 25700 et seq.). For planning purposes, the California Energy Commission (Commission) considers a shortage to mean an actual or potential loss of supply which significantly impacts the state's energy systems, including rapid increases in energy prices. A shortage can be caused by natural disasters such as earthquake, fire or flood, or geopolitical events such as war, terrorism, civil disturbance or embargo.

Since each energy shortage is unique, it is impossible to envision every event or combination of events which might qualify as, or lead to, an energy emergency. Instead of developing a separate response plan for every type of shortage, one flexible plan has been developed which would work in any emergency. The plan provides a management structure which identifies the working relationships among people and a process to make those relationships work in a crisis. The plan represents a dynamic planning process with the flexibility both to evaluate and define a potential emergency, and to respond adequately to any shortage situation.

The plan relies upon a mixed strategy response to an energy shortage. The plan uses a free market approach with government intervention only to the extent necessary to protect the interests of public health, safety and welfare. Activation of the management and information system and the

implementation of the specific programs described in this plan occur only when an energy shortage substantially disrupts California's economy and normal operation.

During the early stages of a shortage, the primary role of state government is monitoring and information exchange, rather than direct intervention in industry efforts to restore services and satisfy customer requirements. The Commission serves as a central source of credible and timely information on how a shortage impacts the state as a whole. The plan is intended to lessen the potential adverse impacts of a shortage by providing the Governor, Legislature and policy makers, including those at the Governor's Office of Emergency Services, with accurate and timely information for decision making. If the shortage impacts transcend the boundaries of a single service territory or region, or if a shortage is likely to cause public controversy or attract widespread media attention, the Commission then intensifies its monitoring and public information activities. If a shortage continues or worsens, the Commission will implement voluntary or mandatory conservation and other mitigation programs as appropriate.

OVERVIEW

Section I provides a description of the phases, coordination with other levels of government, management structure, and mitigation and conservation programs. This section also indicates the legal authority for the Commission to develop and implement an energy shortage plan.

Section II provides the plan operations, i.e. the management structure, the organization chart, and operating guidelines (checklists) for each person involved in plan implementation.

Section III contains the office operations of the Contingency Planning staff under direction of the Contingency Planning Manager. This section directs the staff in the areas of data collection and analysis, preparation of reports, implementation of

both voluntary and mandatory mitigation and conservation programs, and coordination in economic assistance. For implementation of the Petroleum Fuels Set-Aside Program, Contingency Planning staff should refer to the ***Fuels Allocation Office Operations Manual***.

A technical appendix to the Contingency Plan is a ***Menu of Conservation Strategies***, a comprehensive and quantitative compilation of conservation options.

<p>If this is an emergency, turn directly to Section II: Plan Operation, and follow the instructions located in your appropriate Operating Guidelines.</p>
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Section I

PLAN DESCRIPTION

EMERGENCY RESPONSE PHASES

Consistent with the philosophy of "free market approach" and minimum government intervention, the Contingency Plan is structured in four levels, or phases, of increasing activity. The four phases are:

- Readiness
- Verification
- Pre-Emergency
- Emergency

During an energy shortage, the activities prescribed in each phase intensify depending on the severity of the shortage. The point of transition from one phase to the next is not an absolute. To a large degree, it is qualitative; the implementation of each phase is an Energy Commission policy decision, recognizing public perception of the seriousness of the energy emergency.

Readiness Phase encompasses the ongoing activities of the Commission's Contingency Planning staff under normal operating conditions. The staff routinely monitors California and world events that have the potential to cause an energy supply disruption. Staff will:

- Monitor international and domestic events.
- Conduct periodic testing of the plan and training of Commission staff.
- Update and maintain a network of public and private-sector contacts.

Verification Phase marks the activation of a more formal communication network with the Office of Emergency Services, the U.S. Department of Energy, other states, other California state agencies, local government agencies, and private industry, as appropriate. Staff will rapidly determine the nature, extent and duration of a potential or impending energy shortage.

The staff will assess the potential impacts of an anticipated petroleum, natural gas or electricity shortage on energy prices and supplies, and recommend further action to the Chairman. This assessment serves as the basis of a formal Verification Report for submission to the Governor by the Chairman.

If the Chairman determines the existence of a protracted energy problem, he may recommend transition to the Pre-Emergency or Emergency phase of the Contingency Plan.

Pre-Emergency Phase involves an increased level of government activity as the energy shortage or supply disruption worsens. The Governor, upon recommendation by the Chairman, may appeal to the public to begin voluntary conservation measures to mitigate the impacts of a petroleum, natural gas, or electricity supply disruption. The Contingency Planning staff will assess the effectiveness of these voluntary demand reduction measures.

If the Chairman determines that voluntary action has mitigated the expected impacts of

the shortage, no need will exist for additional state action, unless such action is directed by the federal government. If, however, the crisis becomes more severe and warrants implementation of mandatory emergency measures, the Chairman may recommend that the Governor proclaim a state of emergency, activating the Contingency Plan's Emergency Phase.

Emergency Phase will involve all activities initiated during the Pre- Emergency phase, plus any additional voluntary or mandatory programs which may be needed to respond to a worsening energy shortage. To impose mandatory programs, the Governor must first proclaim a state of emergency, filing an Executive Order with the Office of the Secretary of State. The Executive Order will take effect immediately upon being filed. All mandatory programs automatically terminate when the Governor rescinds the emergency proclamation.

MANAGEMENT AND INFORMATION COORDINATION

This plan recognizes the need for multi-agency coordination, and uses the Standardized Emergency Management System (SEMS). This management system provides a standard organizational framework, and supporting guidance and checklists for operations at each level of the statewide emergency management system. It provides the umbrella under which response agencies at all levels may function together effectively in an integrated fashion. Under SEMS, Energy Commission staff will operate as an agency representative. The role of an agency representative is to coordinate with and provide support to the Office of Emergency Services (OES).

Effective communication with other state agencies, federal agencies and local jurisdictions is essential to a coordinated state response to an energy shortage. Whatever the emergency situation and degree of government involvement, the Energy Commission is responsible for assessing energy impacts in California and serves as the central clearinghouse for energy information during an event which impacts energy price and supply.

Coordination With Local Governments

The established (official) line of communication for local jurisdictions, particularly to request resources, is from city to county (also called operational area) to Regional OES to State OES. The Energy Commission staff will first contact State OES for local incident information. Certain situations may warrant direct contact if needed to determine specific local energy information or in the event mandatory conservation strategies are imposed or the Petroleum Fuels Set-Aside Program is implemented. Applications for the Set-Aside will be submitted directly to the Energy Commission.

In a natural disaster which affects a specific area, the local official in whose jurisdiction the event has occurred "shall remain in charge at such incident including the direction of such personnel and equipment provided him through mutual aid" (Government Code, Section 8618).

Coordination With Office of Emergency Services

The OES is the operational entity within the Governor's Office that coordinates the emergency activities of all California state agencies and departments (Emergency Services Act, Article 5, Section 8587). In

addition, the Governor may delegate other emergency powers to the Director of OES, but may not delegate the authority to proclaim a state of emergency.

During a disaster, OES is the lead agency and other agencies (including the Energy Commission) provide support. California currently has three OES emergency response regions. These regional Emergency Operations Centers (REOCs) are located in Oakland (Coastal Region), Sacramento (Inland Region) and Los Alamitos (Southern Region). If a disaster impacts more than one region, the next level of coordination is the State Operations Center (SOC). When OES activates a REOC or SOC in response to a disaster, the Energy Commission will act as an agency representative and provide staff support to assess the energy infrastructure and analyze supply disruption impacts. Note that, depending on the emergency, Energy Commission staff support may be provided via computer and does not necessarily require a physical presence at the REOC or SOC.

Although OES is the lead state agency during a disaster, if the energy emergency is the result of a non-disaster related event (i.e. embargo), then the Energy Commission is the lead state agency. The Chairman will work closely with the Director of OES to coordinate the statewide response to the emergency.

Coordination With Other State Governments

The United States is divided into Petroleum Administration Defense Districts or PADDs. The states within PADD V (Alaska, Arizona, California, Hawaii, Nevada, Oregon and Washington) are closely linked by their oil supply network. PADD V is essentially a self-contained oil

supply system and because of this isolation recognizes the need for cooperation and coordinated actions. The Energy Commission staff will notify any PADD V state of events which have the potential to affect energy supplies to that state.

Coordination With the Federal Government

The Contingency Plan is designed to be compatible with federal emergency planning activities. The U.S. Department of Energy (DOE), through its Office of Energy Emergencies, is charged with protecting national interests in the event of foreign or domestic oil supply disruptions. The Energy Commission staff will respond to DOE requests for information, including Energy Commission Situation Reports and OES Situation Reports. In addition, Energy Commission staff will remain knowledgeable about the role of the Federal Emergency Management Agency (FEMA) and the resources they provide in a natural disaster. The Energy Commission is involved in ongoing planning meetings conducted by FEMA.

MITIGATION AND CONSERVATION PROGRAMS

In the event of an energy supply shortage or disruption, a strategy for reducing energy demand is critical. Two broad types of demand reduction measures are:

- Public appeals for voluntary energy conservation
- Mandatory measures for use in the Emergency Phase

The Contingency Planning staff, with direction from the Contingency Planning Manager, Executive Office and Energy

Commissioners, will identify those measures appropriate to the situation and the perceived duration of the disruption. Mandatory measures should be applied in a coordinated manner statewide. Specific measures, both voluntary and mandatory, are contained in Section III of this plan as well as in the technical appendix.

The technical appendix, *Menu of Conservation Strategies*, is a comprehensive and quantitative compilation of conservation options, sorted by energy type (electricity, natural gas, petroleum) and by the following six sectors: Government, Transportation, Residential, Commercial, Industrial and Agriculture.

This appendix provides the information needed to decide the category and type of options most suitable to the situation. Each measure contains a description of:

- Purpose
- Requirements and Suggestions for Implementation
- Effectiveness (energy savings)
- Applicability

These measures address energy shortages resulting from both local and remote disasters and market disruptions. Measures are applicable to long- and short-term shortages in urban, suburban and rural localities. Many of the measures also are applicable in non-shortage times and can decrease the overall vulnerability to energy shortages.

After implementation of voluntary conservation measures, the Commission will evaluate the results. This information will be used to develop recommendations to the Governor either to continue current programs or to begin emergency programs. Emergency programs may include

mandatory implementation of previously voluntary measures and other measures such as the Petroleum Fuels Set-Aside Program or Economic Assistance.

Emergency Fuel Allocation Program

The Emergency Fuel Allocation Program has two components: First, the disaster support function for use during a specific, isolated event. Second, the Petroleum Fuels Set-Aside Program for use during a more widespread or prolonged shortage.

Disaster Support: During a disaster, OES is the lead agency. The Energy Commission provides support by coordinating the fuel supply as directed by OES. The disaster support function consists of both an informal and a formal process. The informal process is based on the voluntary cooperation of the oil companies. It is generally used during a disaster when fuel needs to be redirected immediately to one or two areas for a particular use, normally directly related to an emergency support function. This informal process can be very effective because action can be taken quickly to help mitigate the appearance of a widespread problem and thereby help to prevent panic. The formal part of the program will be implemented at the direction of the Governor only after proclamation of a state of emergency. In addition, the Governor must selectively promulgate Emergency Order No. 6, which empowers the Energy Commission to "hold control of petroleum stocks" as needed to ensure the health, safety and welfare of the public. This order gives the Energy Commission the legal authority to provide as much fuel as necessary to support the response to the disaster. As directed by OES, the Energy Commission will direct oil companies to provide the amount of fuel needed by

emergency service providers who are responding to the disaster.

Petroleum Fuels Set-Aside Program:

During a more prolonged and widespread shortage, such as an embargo, the Energy Commission is the lead state agency. If market forces and voluntary conservation are unable to provide for adequate fuel distribution, the Governor may proclaim a state of emergency and selectively promulgate Emergency Order No. 6 to implement the Petroleum Fuels Set-Aside Program (see Figure 1).

The Governor has designated the Energy Commission as the agency responsible for administration of the set-aside program. The program is managed by the Fuels Allocation Officer, appointed by the Energy Commission Chairman. When the set-aside program is implemented, the Fuels Allocation Office will notify all oil companies that supply California.

The state's set-aside program is designed to interfere minimally with the market, using set-aside volumes sufficient only to satisfy hardship and emergency cases. All fuel delivered through the program will be purchased at the market price and, whenever possible, through the usual supplier.

When certain critical services and industries cannot obtain adequate supplies of fuel at any price, these priority users can apply to the Fuels Allocation Officer at the Energy Commission for additional fuel through a priority distribution system. Each application will be reviewed and evaluated by the Fuels Allocation Officer using the basic priority criteria of: (1) protection of life (2) protection of property (3) provision of essential services (4) restoration of infrastructure (5) continuity of economic viability.

Specific customer requests within these criteria may vary from event to event, but should include the following priority customers (listed alphabetically):

- Agricultural production, including agricultural trucking and agricultural aviation
- Aviation ground support vehicles and equipment
- Cargo, freight, and mail hauling by truck, including diesel truck stations
- Emergency services
- Energy production
- Health care facilities
- Nonmilitary marine shipping
- Public passenger transportation services
- Sanitation services
- Snow removal and other non-normative road service
- Telecommunication services
- Utility services (including water supplies)

The set-aside volume is designed to achieve maximum flexibility in the distribution of set-aside fuels and to minimize government interference with the market mechanisms. The Fuels Allocation Officer, in consultation with the Chairman, will designate the set-aside volume up to a maximum of 5 percent of the total monthly supply of each fuel type available within the state. The percent volume will be determined according to the severity of the supply shortage. In no event shall any one supplier be required to set aside more than the volume percent designated by the Fuels Allocation Officer for any single fuel assigned for allocation.

It is conceivable that both the disaster support function and the set-aside function are operating at the same time. For example, an earthquake in the San Francisco Bay Area could damage the oil refineries located

there and cause a temporary fuel shortage throughout Northern California.

In this case, the Energy Commission would continue to ensure adequate fuel supplies are available to those responders directly involved in the disaster. At the same time, the Energy Commission may allocate fuel to help mitigate the shortage outside of the disaster area. However, the amount to be allocated outside of the disaster would be limited by the maximum 5 percent volume discussed above.

The program implementation and application process are contained in the ***Fuels Allocation Office Operations Manual***. This manual is designed to assist the Fuels Allocation Officer in establishing the Fuels Allocation Office. It contains:

- Fuels Allocation Officer (FAO) Checklist
- Staffing the Fuels Allocation Office
- Space and Equipment
- Automated Application Processing System (AAPS)
- Monitoring and Reporting
- Appeal Process

ECONOMIC ASSISTANCE PROGRAMS

Although the use of market mechanisms is usually efficient in balancing supply and demand, the resulting higher prices may result in disproportionate economic impacts on low-income households. In recognition of this problem, the Energy Commission, in conjunction with the Department of Economic Opportunity (DEO), has identified program which could be augmented in an emergency.

DEO administers a broad range of programs to reduce the incidence of poverty, assisting low-income Californians to become self-sufficient. DEO works in partnership with a network of community-based organizations, providing the resources needed to break the poverty cycle.

These agencies include local governments, migrant and seasonal farm workers and American Indian organizations, and other community-based organizations servicing low-income people. Because of this existing network, there is flexibility in place to implement energy emergency assistance.

Identification of Programs

The three main energy programs are (1) the Community Services Block Grant (CSBG); (2) the Low-Income Home Energy Assistance Program (LIHEAP) which contains two components, Energy Crisis Intervention Program (ECIP) and Home Energy Assistance Program (HEAP); (3) California Alternate Rates for Energy (CARE); and (4) the U.S. Department of Energy Weatherization Assistance Program (DOE-WX).

Community Services Block Grant

(CSBG) Program: Enables low-income families and individuals to attain the skills, knowledge, motivation, and opportunities necessary to achieve self-sufficiency. CSBG funds activities in the categories of employment, education, income management, housing emergency services, linkages with other programs, nutrition, family self-sufficiency, and health. There is considerable flexibility within this program. Each year a state community's action plan is prepared, incorporating an aggregate of each local community action plan, designating program priorities for the year.

In addition to government funding sources, there are in-kind contributions, such as volunteer services and donations of space, equipment, and food. An eligible client may receive tangible or intangible services. tangible services may be nutritious lunches for senior citizens, emergency clothing, blankets, and shelter for flood victims. Some intangible services are educational counseling sessions, job referrals, and consumer counseling.

Energy Crisis Intervention Program

(ECIP): Provides payments for weather-related or energy-related emergencies. It provides payment where there is a utility shut-off notice, insufficient funds to establish or maintain an energy account, or energy supply interruptions due to extreme weather conditions.

Home Energy Assistance Program

(HEAP): Established in 1981, HEAP is a federally funded program which helps low-income households to pay their energy bill. Assistance is in the form of a dual or single party warrant or a direct payment to a utility company on behalf of an eligible applicant. Eligibility is based on the household's total monthly income, which cannot exceed the HEAP income guidelines.

California Alternate Rates for Energy

(CARE): Is a reduced rate program that provides a 15 percent monthly discount on gas and electric charges. To qualify for reduced rate assistance, the total household income cannot exceed the Reduced Rate Program income guidelines.

Weatherization Program: Provides assistance to improve the energy efficiency of homes, determined by DEO to provide an average energy savings of 20 percent. This program includes ceiling insulation, attic venting, glass replacement, weather-

stripping, minor housing envelope repairs, low-flow showerheads, evaporative cooler vent covers, water heater blankets, pipe wrap, duct wrap, switch and outlet gaskets, caulking, and related energy conservation measures.

Funding

Most payments are delivered to low-income residents by a statewide network of community-based organizations under contract with DEO. The Weatherization Program and ECIP are administered by community-based organizations under contract with DEO. The HEAP program is administered centrally by DEO, and CARE by the utilities.

DEO depends primarily on federal funding for its programs. These funds may need augmentation to respond to an energy emergency due to recent reductions experienced by some programs. In the past, the department has also used Petroleum Violation Escrow Account (PVEA) funds to assist with program implementation, but these funds are not guaranteed from year to year, and programs cannot rely on these funds for future operations.

In addition to the regular LIHEAP appropriations received by DEO, federal law provides permanent authorization for an emergency contingency fund at an annual level of \$600 million, to be used to meet additional home energy assistance needs arising from a natural disaster or other emergency. Any funds appropriated under this authority are declared by Congress to be emergency requirements under the Balanced Budget and Emergency Deficit Control Act of 1985, except that all or part of the funds will be made available only after the submission to Congress of a formal budget request for that amount by the President that

designated the need for such funds as an emergency under that Act.

The federal law further provides that when emergency contingency funds are made available under the LIHEAP statute, the federal government may allot the funds to one or more states. The federal government must take into account the extent to which a state was affected by the emergency or disaster, the availability to affected states of other resources, and any other relevant factors. The federal government must inform Congress of the allotment prior to releasing the funds to the states.

LEGAL AUTHORITY

Public Resources Code Sections 25216.5, 25700, 25702 and 25704 provide legislative authority for the preparation of the *California Energy Shortage Contingency Plan*.

Section 25216.5 (b) directs the Energy Commission to "prepare an integrated plan specifying actions to be taken in the event of an impending serious shortage of energy, or a clear threat to public health, safety, or welfare."

Section 25700 directs the Commission to "develop contingency plans to deal with possible shortages of electrical energy or fuel supplies to protect public health, safety, and welfare."

Section 25702 directs the Commission to review utility emergency load curtailment plans. These plans shall "provide for the provision of essential services, the protection of public health, safety, and welfare, and the maintenance of a sound basic state economy."

Section 25704 directs the Commission to "determine if potential serious shortages of electrical, natural gas, or other sources of energy are likely to occur and shall make recommendations to the Governor and the Legislature concerning administrative and legislative actions required to avert possible energy supply emergencies or serious fuel shortages, including, but not limited to, energy conservation and energy development measures, to grant authority to specific governmental agencies or officers to take actions in the event of a sudden energy shortage, and to clarify and coordinate existing responsibilities for energy emergency actions."

Executive Standby Order #6 (revised August 29, 1989) specifies that the Energy Commission may hold "control and coordination" of petroleum stocks "essential to the relief and aid of the lives and property within the proclaimed [emergency] area." The Commission's State Fuel Allocator, in coordination with the Director of the Office of Emergency Services, may prioritize and divert petroleum supplies into a disaster area or in support of disaster mitigation operations.

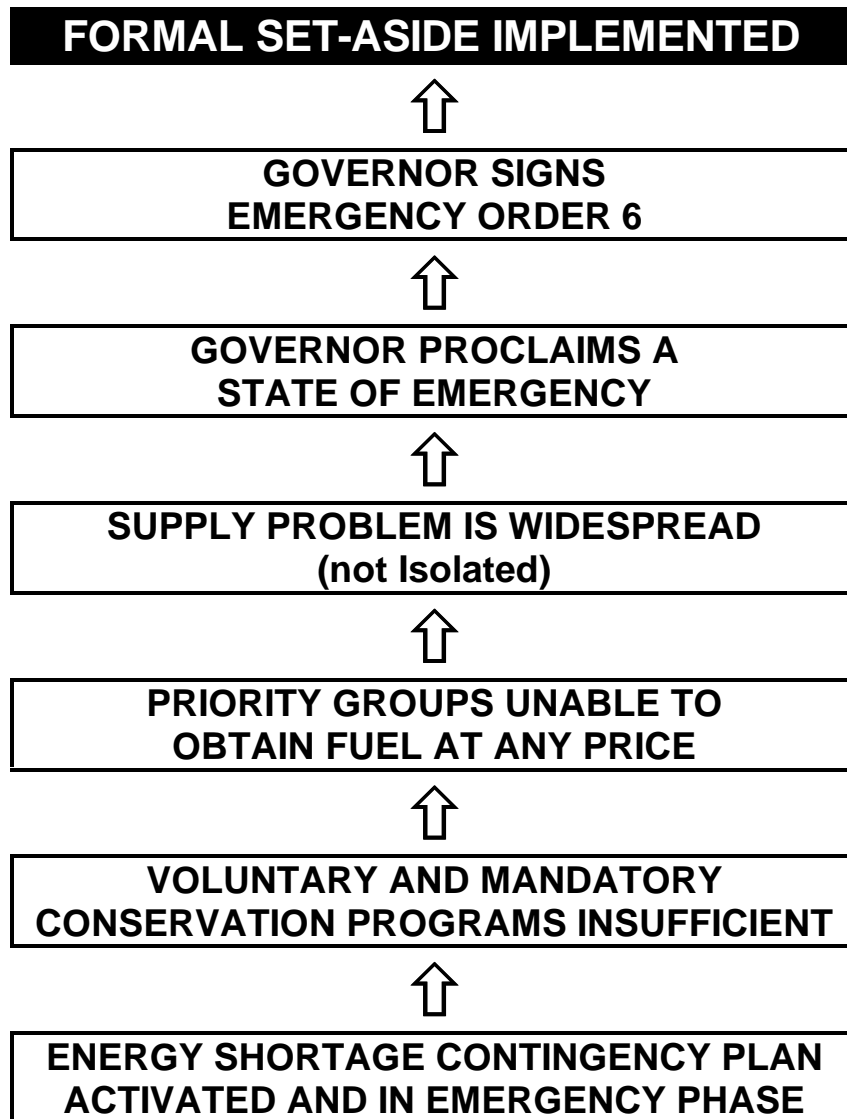
California Energy Commission/Office of Emergency Services Administrative Order, signed February 24, 1992, summarizes the emergency response functions of the Energy Commission established in the California State Emergency Plan. This Order "guides the Director of the Office of Emergency Services and the Executive Director [of the Commission] in coordinating priority tasks and programs that the Office of Emergency Services and the Energy Commission will perform with respect to emergency preparedness, response and recovery."

Executive Order W-0-01, signed by Governor Pete Wilson May 29, 1991, designates that appropriate agencies are to ensure "the use of minimum resources required for continuation of normal services

and redirection of all other resources to accomplish objectives in accordance with the California Emergency Plan and supporting agency emergency plans and procedures."

Figure 1

CRITERIA FOR IMPLEMENTATION OF SET-ASIDE



Section II

PLAN OPERATION

MANAGEMENT STRUCTURE

The key to the management system is knowing who is in charge, the lines of authority, and the process for providing essential information to those who need it to direct appropriate responses. Successful operation of the plan in an emergency depends upon the management structure and understanding by staff of their operational responsibilities. The Energy Commission's Energy Emergency Organization Chart and the Operating Guidelines provide the structure and specific responsibilities. Both the management structure and the assigned tasks were developed to closely reflect the usual day-to-day roles of those positions.

Figure 2, the Energy Commission's Energy Emergency Organization Chart, displays the relationships, lines of authority and communication and points of cooperation among the Commissioners and staff involved in implementing the Contingency Plan. Specific reporting and review procedures are included in the individual operating guidelines.

ROLES AND RESPONSIBILITIES

Operating guidelines provide the general responsibilities and specific duties, by phase, of the people involved in implementation of the plan. Guides were developed for the following positions:

- Governor
- Chairman
- Fuels Committee Commissioner

- Executive Director
- Contingency Planning Manager
- Public Information Officer
- Governmental Affairs Officer
- Contingency Planning Staff
- Economic Assistance Coordinator

General Responsibilities

Upon notification of an impending energy emergency, persons in the positions listed are to review the operating guidelines contained in this section and begin activities as directed and as appropriate to the situation. A summary follows which describes the general responsibilities of each position.

Governor: Directs the public, as well as all state government agencies, in voluntary energy conservation measures. When appropriate, proclaims a State of Emergency and signs Executive Orders necessary to implement mandatory conservation programs deemed necessary upon recommendation by the Energy Commission.

Chairman: Directs staff to proceed with specific elements of the plan. Using the data and analysis provided by staff, the Chairman will present recommendations to the Governor on how best to respond to the impacts of the energy problem.

Fuels Committee Commissioner: Oversees the activities of the Contingency Planning staff, and assists the Chairman in briefing the Governor on the status of an energy shortage.

Executive Director: Oversees the activities of the Contingency Planning staff.

Contingency Planning Manager: The Contingency Planning Manager, when designated by the Chairman, reports to the Executive Director and is responsible for specific staff assignments. The Manager initiates multi- level communications with government and private industry. The Executive Director and Manager regularly brief the Chairman and other Commissioners on the results of the staff's information gathering and analysis.

Public Information Officer: At the direction of the Executive Director, schedules briefings for the media and coordinates with the Governor's Office. The Public Information Officer is also responsible for disseminating accurate information, obtained from the Contingency Planning Manager, to the general public, advising them on the status of the situation and providing guidelines for energy demand reduction and mandatory programs.

Governmental Affairs Officer:

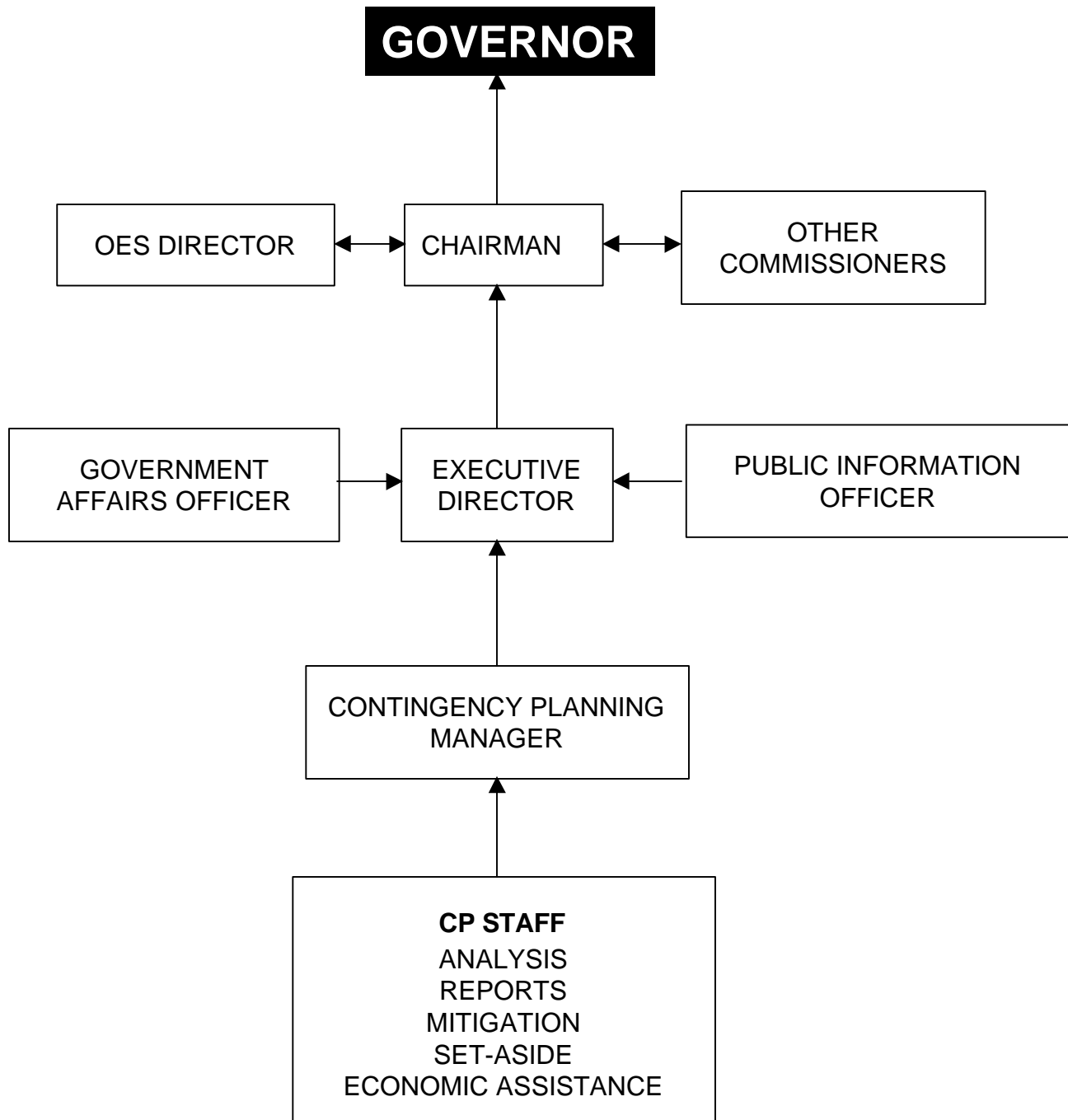
Responsible for delivering copies of Situation Reports to State Legislators; prepares briefing packages for the Chairman to present to the State Legislature and California Congressional Delegation. Responds to inquiries from state and local elected officials.

Contingency Planning Staff: Under direction of the Contingency Planning Manager, is responsible for situation monitoring, analysis of impacts, response planning, report preparation, and program implementation. The staff will maintain a network of contacts with other government levels and private industry.

Economic Assistance Coordinator: With direction from the Contingency Planning Manager, works with Department of Economic Opportunity to prepare options for revenue legislation and program implementation.

FIGURE 2

ENERGY EMERGENCY ORGANIZATION CHART



OPERATING GUIDELINES GOVERNOR

Directs the public, as well as all state government agencies, in voluntary energy conservation measures. When appropriate, proclaims a State of Emergency and sign Executive Orders necessary to implement mandatory conservation programs deemed necessary upon recommendation by the Energy Commission.

VERIFICATION

- ☐ Receive periodic reports from the Energy Commission on the status of California's energy price, supply and distribution systems.
- ☐ Obtain briefings from the Energy Commission Chairman.
- ☐ Alert Press Secretary for news releases and response to media inquiries.

PRE-EMERGENCY

- ☐ Issue public appeal for voluntary energy demand reduction.
- ☐ Meet and confer with the Emergency Operations Executive Council.
- ☐ Direct all state government agencies to reduce energy consumption.
- ☐ **IF** the energy shortage level increases, prepare to proclaim a state of emergency.

EMERGENCY

- ☐ Review emergency response recommendations submitted by the Energy Commission.
- ☐ Issue public appeals for increased energy conservation efforts.
- ☐ Sign Executive Orders as necessary to implement mandatory energy conservation programs.
- ☐ Direct all state government agencies to increase energy demand reduction efforts.
- ☐ **IF** energy shortage level increase and becomes widespread, request a presidential declaration of emergency.
- ☐ Request federal assistance and aid, where needed, to ensure order and protect the health, safety and essential services of the citizens of California.

OPERATING GUIDELINES CHAIRMAN

Directs staff to proceed with specific elements of the plan. Using the data and analysis provided by staff, presents recommendations to the Governor on how best to respond to the impacts of the energy problem.

VERIFICATION

- ☐ After notification of potential shortage, designate a Contingency Planning Manager and instruct staff to confirm reports and monitor situation.
- ☐ Establish briefing schedule with Executive Director and Contingency Planning Manager to evaluate situation.
- ☐ Meet with Committee Member, Contingency Planning Manager and Public Information Officer (PIO) to review news releases.
- ☐ Direct preparation of a Verification Report and Situation Reports for submittal to the Governor's Office.
- ☐ **IF** the probability of energy shortage is likely or the situation worsens, go to Pre-Emergency phase.
- ☐ **IF** the situation is resolved, direct staff to prepare After-Action Memo and return to Readiness phase.

PRE-EMERGENCY

- ☐ Increase briefing schedule to discuss current situation and strategy.
- ☐ Confer with Executive Director, Contingency Planning Manager and the Public Information Officer to coordinate press releases with Governor's Press Secretary and the OES Public Information Officer.
- ☐ Review press releases and media briefing packages; conduct press conferences with Committee Member as appropriate.
- ☐ Direct Contingency Planning Manager to prepare regular reports containing major energy events and recommendations for further action.
- ☐ **IF** energy shortage increases to serious, prepare a recommendation for the Governor to proclaim a State of Emergency, coordinating with OES Director; go to Emergency phase.

EMERGENCY

- ☐ Confer with the Executive Director and other Commissioners regarding status of the situation.
- ☐ Ensure that the Governor receives regular situation updates.
- ☐ Discuss possible mitigation strategy with the Executive Director, and Contingency Planning Manager.
- ☐ Direct the Contingency Planning Manager to draft emergency response recommendations.
- ☐ Meet with the Executive Director, Contingency Planning Manager and staff to review mandatory programs and other options.
- ☐ Present emergency response recommendations to the Governor.
- ☐ **IF** the Petroleum Fuels Set-Aside Program is implemented, appoint the Fuels Allocation Officer and the Fuels Allocation Review Officer
- ☐ **IF** low-income assistance is required, direct the designation of an Economic Assistance Coordinator to serve as liaison to the DEO.
- ☐ **IF** energy shortage level increases to severe, recommend that the Governor request a Presidential declaration of emergency.
- ☐ **IF** the situation is resolved, direct staff to prepare After-Action Memo and return to Readiness phase.

OPERATING GUIDELINES FUELS COMMITTEE COMMISSIONER

Oversees the activities of the Contingency Planning staff, and assists the Chairman in briefing the Governor on the status of an energy shortage.

VERIFICATION

- ☐ After notification of a potential energy shortage, meet with Chairman to evaluate situation and give direction to Contingency Planning Manager.
- ☐ Attend staff briefings.
- ☐ As needed, assist Chairman and Public Information Officer with press releases.
- ☐ Review Verification Report prepared by staff for Governor's Office.
- ☐ **IF** the probability of an energy shortage is likely, in conjunction with the Chairman direct transition to the Pre-Emergency phase.
- ☐ **IF** the situation is resolved, review After-Action Memo prepared by staff.

PRE-EMERGENCY

- ☐ Attend expanded briefings with Chairman, Executive Office/Manager, and Public Information Officer.
- ☐ Assist in coordination of press and media releases; with Chairman conduct press conferences as appropriate.
- ☐ In concert with the Chairman, advise Governor on specific programs to begin public information program, identify voluntary actions for conservation, and reduce state government energy consumption.
- ☐ Give direction to Contingency Planning Manager on appropriate levels of data collection and analysis, and program implementation.
- ☐ **IF** energy shortage increases to serious, confer with the Chairman to activate the Emergency phase.

EMERGENCY

- ☐ Attend intensified briefing schedule to assess situation and prepare recommendations.

- ☐ Meet with Chairman, Contingency Planning Manager and staff to review mandatory programs and other options.
- ☐ Provide input to the Contingency Planning Manager in drafting emergency response recommendations.
- ☐ In conjunction with the Chairman, present to the Governor current status reports and emergency response recommendations.
- ☐ Maintain contacts with appropriate federal agencies to coordinate programs and activity levels.
- ☐ **IF** the Petroleum Fuels Set-Aside Program is implemented, confer with the Chairman in appointment of the Fuels Allocation Officer and Fuels Allocation Review Officer.
- ☐ **IF** energy shortage level increases to severe, intensify activity and prepare for a presidential declaration of emergency.
- ☐ **IF** the situation is resolved, review After-Action Memo prepared by Contingency Planning staff and return to Readiness phase.

OPERATING GUIDELINES EXECUTIVE DIRECTOR

Oversees the activities of the Contingency Planning staff.

VERIFICATION

- ☐ After notification of a potential energy shortage, meet with Chairman to evaluate situation and give direction to Contingency Planning Manager.
- ☐ Attend staff briefings.
- ☐ As needed, assist Chairman and Public Information Officer with news releases.
- ☐ Review Verification Report prepared by staff for Governor's Office.
- ☐ **IF** the probability of an energy shortage is likely, in conjunction with the Chairman, direct transition to the Pre-Emergency phase.
- ☐ **IF** the situation is resolved, review After-Action Memo prepared by staff.

PRE-EMERGENCY

- ☐ Attend expanded briefings with Chairman, Contingency Planning Manager, and PIO.
- ☐ Assist in coordination of press and media releases.
- ☐ Give direction to Contingency Planning Manager on appropriate levels of data collection and analysis, and program implementation.
- ☐ **IF** energy shortage increases to serious, confer with the Chairman to activate the Emergency phase.

EMERGENCY

- ☐ Attend intensified briefing schedule to assess situation and prepare recommendations.
- ☐ Meet with Chairman, Contingency Planning Manager and staff to review mandatory programs and other options.
- ☐ Provide input to the Contingency Planning Manager in drafting emergency response recommendations.
- ☐ **IF** the Petroleum Fuels Set-Aside Program is implemented, confer with the Chairman in appointment of the Fuels Allocation Officer and Fuels Allocation Review Officer.

OPERATING GUIDELINES CONTINGENCY PLANNING MANAGER

The Contingency Planning Manager, when designated by the Chairman, reports to the Executive Director and is responsible for specific staff assignments. The Manager initiates multi-level communications with government and private industry. The Executive Director and Contingency Planning Manager brief the Chairman and other Commissioners on the results of the staff's information gathering and analysis.

VERIFICATION

- ☐ Prepare and coordinate regular briefings of the Chairman, Executive Director and Public Information Officer.
- ☐ Direct Contingency Planning staff to monitor, collect and analyze data, maintaining an activity log.
- ☐ Review staffing, resources and equipment needs; direct requests to Executive Office.
- ☐ Contact Office of Emergency Services and U.S. Department of Energy for information and coordination.
- ☐ At the direction of the Chairman and Committee Member, direct staff to prepare Verification Report for the Governor's Office.
- ☐ **IF** the probability of an energy shortage is likely, prepare to implement the Pre-Emergency phase.
- ☐ **IF** the probability of an energy shortage diminishes, confer with the Chairman and Committee Member to discontinue Verification phase.

PRE-EMERGENCY

- ☐ Meet with the Chairman, Executive Director, and Public Information Officer in regularly scheduled briefings.
- ☐ Ensure adequate level of staffing is maintained.
- ☐ Instruct staff to set up the Energy Emergency Center.
- ☐ Ensure that adequate communication systems and appropriate visual aids are available to the Contingency Planning staff.

- ☐ Confer with the Chairman, Executive Director and Public Information Officer to coordinate press releases and media briefing packages with Governor's Press Secretary and OES Public Information Officer.
- ☐ Confer with the Chairman and Governmental Affairs Officer to plan briefings for California Legislators and Congressional Delegates.
- ☐ **IF** energy shortage level increases to serious, assist the Chairman with transition to Emergency phase.
- ☐ **IF** energy shortage diminishes, reduce activity to Verification or Readiness phase level; direct staff to prepare After-Action Memo.

EMERGENCY

- ☐ At the direction of the Chairman, directs staff in the implementation of Emergency Phase activities.
- ☐ Re-assess staff, equipment and communication needs in the Energy Emergency Center.
- ☐ Direct staff to prepare regular updates and attend briefings with the Chairman and Executive Director.
- ☐ Direct staff to monitor impact of shortage on local jurisdictions.
- ☐ Ensure that staff works closely with OES Liaison to determine progress of local plans and results of energy demand reduction programs.
- ☐ At the direction of the Chairman, draft emergency response recommendations and implement mandatory demand reduction programs.
- ☐ **IF** the Petroleum Fuels Set-Aside Program is implemented, assign support staff for the Fuels Allocation Officer and the Fuels Allocation Review Officer as directed by the Chairman.
- ☐ **IF** low-income assistance is required, at the direction of the Chairman, designate an Economic Assistance Coordinator to serve as liaison to the Department of Economic Opportunity.
- ☐ **IF** energy shortage level increases to severe, direct staff to intensify all programs and activities as directed.
- ☐ **IF** energy shortage level decreases to less than serious, direct staff to reduce monitoring and mandatory programs. Upon instruction by the Chairman, instruct staff to prepare an After-Action Memo and return to Readiness Phase.

OPERATING GUIDELINES PUBLIC INFORMATION OFFICER

At the direction of the Executive Director, schedules briefings for the press and coordinates with the Governor's Office. The Public Information Officer is also responsible for disseminating accurate information, obtained from the Contingency Planning Manager, to the general public, advising them on the status of the situation and providing guidelines for energy demand reduction and mandatory programs.

VERIFICATION

- ☐ Determine staffing and equipment needs for response to media and public inquiries.
- ☐ Maintain an activity log and media/public contact log.
- ☐ Assign a staff member to attend briefings.
- ☐ Establish lines of communication with Governor's Press Secretary, OES Public Information Officer and U.S. Office of Energy Emergencies Public Information Officer.
- ☐ Develop press releases and media briefings for approval by Chairman, Executive Director and Contingency Planning Manager.

PRE-EMERGENCY

- ☐ Set up and staff Media Center to monitor and record media coverage.
- ☐ Attend briefings with the Chairman, Executive Director, and Contingency Planning Manager, to report media coverage.
- ☐ Attend operations briefings as appropriate.
- ☐ Assist the Chairman, Executive Director and Contingency Planning Manager with preparation of the Governor's voluntary conservation message.

EMERGENCY

- ☐ Expand media support staff as necessary.
- ☐ Intensify level of coordination with state and local government Public Information Officers.
- ☐ At the direction of Executive Director Manager, assists Governor's Press Secretary and OES Public Information Officer with public messages on emergency conservation measures, requesting public cooperation.

- ☐ Distribute press releases and media briefing packages to energy suppliers, and state and local government Public Information Officers.
- ☐ Continue to provide updates on media and public inquiries to Chairman, Executive Director and Contingency Planning Manager.
- ☐ When shortage is resolved and Emergency phase is discontinued by the Chairman, forward activity log to assist in preparation of After-Action memo.

OPERATING GUIDELINES OFFICE OF GOVERNMENTAL AFFAIRS

Delivers copies of Situation Reports to State Legislators; prepares briefing packages for the Chairman to present to the State Legislature and California Congressional Delegation, and responds to inquiries from state and local elected officials.

VERIFICATION

- ☐ Deliver Situation Reports to the appropriate State Legislators.
- ☐ Monitor the development of new information.
- ☐ Respond to inquiries from elected officials, informing the Chairman and Executive Director of such responses.

PRE-EMERGENCY

- ☐ Upon transition to Pre-Emergency phase, establish activity log.
- ☐ Attend briefings, as needed, with Chairman, Executive Director, Contingency Planning Manager and Public Information Officer.
- ☐ Coordinate Legislative inquiries with the Chairman, Executive Director, Contingency Planning Manager, and Public Information Officer.

EMERGENCY

- ☐ Evaluate the need for additional staff and equipment; direct requests to Executive Director.
- ☐ Prepare briefing packages for Legislators and Congressional Delegation, coordinating with Legislative Committee, Chairman, Executive Director, Contingency Planning Manager and Public Information Officer.
- ☐ Continue to respond to appropriate inquiries.
- ☐ **IF** energy shortage level diminishes, reduce level of activity; assist in the preparation of an After-Action Memo.

OPERATING GUIDELINES CONTINGENCY PLANNING STAFF

Under direction of the Contingency Planning Manager, responsible for situation monitoring, analysis of impacts, response planning, report preparation, and program implementation. The staff will maintain a network of contacts with other government levels and private industry.

READINESS

- ☐ Monitor international and domestic events which have possible impacts on energy price and supply.
- ☐ Conduct periodic testing and training.
- ☐ Update and maintain a network of public and private-sector contacts.
- ☐ Notify the Contingency Planning Manager immediately of events which are likely to have impacts on energy supply and price.

VERIFICATION

- ☐ Using contact list, collect and analyze data, prepare preliminary fact sheets, and brief the Contingency Planning Manager.
- ☐ Continue information collection and analysis, providing periodic updates, coordinating with OES when appropriate.
- ☐ Prepare the Verification Report, Situation Reports, and advisories, following approval process.
- ☐ Maintain status boards, ensuring confidentiality of sensitive data.
- ☐ Provide information to Public Information Officer for press releases and public appeals.
- ☐ Attend Commissioner briefings at the discretion of the Contingency Planning Manager.

PRE-EMERGENCY

- ☐ Intensify data collection process; request additional staff from Manager.
- ☐ Move work site to Energy Emergency Center.
- ☐ With Contingency Planning Manager, prepare recommendations for voluntary demand reduction measures.

- ☐ Evaluate results of voluntary measures; prepare recommendation for continuation or need for additional measures.

EMERGENCY

- ☐ Request additional staff and equipment from the Contingency Planning Manager as needed.
- ☐ Continue to provide frequent information updates and Situation Reports.
- ☐ If ordered by the Governor, and at the direction of the Chairman, implement energy conservation programs.
- ☐ Work closely with Public Information Officer to ensure that press releases and media briefing packages contain a description of each emergency program being implemented, along with the rules for compliance.
- ☐ If the Petroleum Fuels Set-Aside Program is implemented, provide necessary information to the Fuels Allocation Officer.
- ☐ If Economic Assistance Coordinator is assigned as liaison with the Department of Economic Opportunity, provide information and coordinate activities.
- ☐ **IF** the energy shortage diminishes, reduce level of activity; discontinue mandatory programs as soon as practical.
- ☐ At the conclusion of the energy shortage, assist Contingency Planning Manager with response evaluation and preparation of After-Action Memo.

OPERATING GUIDELINES ECONOMIC ASSISTANCE COORDINATOR

With direction from the Contingency Planning Manager, the Economic Assistance Coordinator will work with Department of Economic Opportunity (DEO) to prepare standby options for revenue legislation and program implementation.

PRE-EMERGENCY

- ☐ Review Situation Reports and attend briefings by the Contingency Planning Manager.
- ☐ Notify DEO of the energy supply situation.

EMERGENCY

- ☐ Notify DEO of the transition to Emergency phase and the status of the energy shortage.
- ☐ Provide information to DEO on the potential extent and duration of economic impacts caused by the energy supply disruption.
- ☐ Work with DEO in preparing stand-by options for implementation; assist with finalizing stand-by legislation for funding.
- ☐ Brief Contingency Planning Manager and Energy Commission's Governmental Affairs Officer on proposed legislation and programs, and action necessary for implementation of low-income assistance programs.
- ☐ Assist DEO in preparing public announcements of program availability and the application process; coordinate with Public Information Officer.
- ☐ Assist DEO in preparing energy saving tips for distribution to recipients and applicants of economic assistance programs.
- ☐ In conjunction with DEO, prepare an evaluation of the program results.
- ☐ When the energy shortage diminishes, prepare a program evaluation and assist in the preparation of the After-Action Memo.

Section III

CONTINGENCY PLANNING STAFF OPERATIONS

ACTION PLANNING AND ANALYSIS

Incoming Notification: Contingency Planning staff may receive notification of an event with impending or probable energy impacts from:

- Office of Emergency Services
- U.S. Department of Energy
- Other Commission Staff
- Energy Industry Contacts
- Media

Action Planning and Preliminary Assessment: Immediately following notification, the staff will decide on a course of action to make a preliminary assessment. The action plan should include:

- What information is required
- What sources are to be used
- What questions are to be asked
- Specific staff assignments

Staff will maintain a contact log of who was called, the phone number, the date and time, and a summary of the conversation. In addition, status sheets or a status board will be maintained so that current information is readily available to all Contingency Planning staff. It is important to work as a team! This process of planning and briefing will be repeated as necessary to ensure coordination and accuracy.

Staff will gather information initially to determine if the notification is valid, and if there is a possible or probable impact on

energy. The staff will then determine the nature, extent and duration of the event which is likely to impact energy supply, price and distribution. Whenever possible, staff should use the established primary liaisons for both industry and government, as indicated in the Contingency Planning contact binder. Sources of information must be reliable and verifiable. In any event, and particularly a natural disaster, make immediate contact with OES to determine if Contingency Planning staff is needed at the Regional Emergency Operations Center or State Operations Center, and what energy impact analysis is needed.

Outgoing Notification: After making a preliminary assessment, the staff will immediately notify the Contingency Planning Manager.

The Manager will then notify the following (as appropriate to the situation):

- Chairman
- Fuels Committee Commissioner
- Executive Director
- Public Information Officer
- Governmental Affairs Officer
- Public Adviser
- Office of Emergency Services
- U.S. Department of Energy

REPORTING

Depending on the nature and urgency of the situation, staff will prepare written reports reflecting the analysis of energy impacts. Four basic types of reports may be used at

the direction of the Contingency Planning Manager:

Internal Advisory: Circulate to Commission staff on notification list.

Situation Report: To distribute a situation report, follow the Situation Report Procedures Checklist (Figure 3). The distribution list usually will include the Office of Emergency Services, U.S. Department of Energy, Governor/Legislature, PADD V states and industry (as appropriate).

Confidential Memo to Governor: Used for communicating sensitive or proprietary information.

Press Release: Used upon inquiry and proactively when necessary to calm public fears.

MITIGATION AND CONSERVATION PROGRAM IMPLEMENTATION

The Contingency Planning staff, with direction from the Contingency Planning Manager, Executive Director and Chairman, will determine the most appropriate mitigation and conservation strategies to be implemented. All program implementation must be coordinated with other appropriate state and local agencies. The staff will also evaluate and assess the results of the programs implemented to make recommendations to the Governor for continuation of voluntary programs, need for additional voluntary programs, a need for additional voluntary programs, or the need for mandatory programs.

To impose mandatory programs the Governor must first proclaim a state of

emergency, filing an Executive Order with the Secretary of State. The Executive Order will take effect immediately upon being filed. All mandatory programs automatically terminate when the Governor rescinds the emergency proclamation.

In addition to the voluntary and mandatory programs described below, other program options are contained in the *Menu of Conservation Strategies*.

Suggested Voluntary Measures (Petroleum)

Increased use of rideshare programs. Work with Caltrans regarding the intensification of their rideshare programs. Encourage greater use of High Occupancy Vehicle lanes, for vehicles with two or more occupants per car, on freeways.

Increased use of public transit services. Maintain contact with local public and private transit services, exchanging information on ridership and fuel supplies. Work with county officials to encourage greater use of mass transit facilities.

Increased use of bicycles. Encourage commuters who live within bicycling distance of their places of employment to use their bicycles. Work with local governments and employers to provide more lanes, racks or secured parking areas for bicycles.

Flexible Work Schedules. This program allows employees to stagger their commute hours, while still working during core hours, usually from 10 a.m. to 2 p.m.

Telecommuting. This program offers a means of reducing transportation fuel use by allowing employees to work independent of their employer's location, using their homes

or neighborhood offices close to their homes.

Teleconferencing. This program can be used as a substitute for business trips to meetings and conferences, especially by state agencies.

Miscellaneous. The following list of energy saving tips is suitable for public appeals for voluntary conservation:

- Observe speed limits.
- Combine trips whenever possible.
- Do not idle engines unnecessarily and do not race engines.
- Properly inflate tires.
- Avoid excessive braking.
- Reduce use of car air conditioner.
- Check air filters and PCV valves.

Suggested Voluntary Measures (Natural Gas and Electricity)

Work with the utilities to identify the measures most appropriate for the particular situation, and to explore cooperative mechanisms for encouraging conservation. Coordinate with the utilities for possible use of bill mailings to include energy saving tips.

Residential customers can:

- ✓ Adjust thermostat settings.
- ✓ Implement load management measures.
- ✓ Use appliances at off-peak times (early morning or late evening).
- ✓ Clean or replace heating and air conditioning air filters at least once a month.

- ✓ Close off unused rooms, and close heating and cooling ducts in these rooms.
- ✓ Close off openings which could be a source of unconditioned air.
- ✓ Use energy intensive appliances (dryers, washers, dishwashers) in early morning or late evening.
- ✓ Turn off lights and appliances such as radio and TV when not in use.
- ✓ Minimize use of nonessential electric labor-saving devices.
- ✓ Reduce outdoor lighting to essential use only.
- ✓ Reduce wattage and number of bulbs whenever possible.
- ✓ Replace less efficient incandescent lights with fluorescent lights.
- ✓ Lower the thermostat setting on the hot water heater.
- ✓ Minimize the use of hot water; use cold water where possible.
- ✓ Install flow restrictors in shower heads to reduce water flow.
- ✓ Take short showers rather than baths.
- ✓ Repair leaky faucets.
- ✓ Air-dry dishes by turning off the dry cycle on the dishwasher.
- ✓ Run the dishwasher only when full.

- ✓ Clean the condenser coils on the refrigerator.
- ✓ Avoid frequently opening the refrigerator and freezer doors.
- ✓ Remove clothes from dryer as soon as dry (don't over dry) or line dry.
- ✓ Keep the lint screen clean on washers and dryers.
- ✓ Use oven for several items at a time.
- ✓ Select the right size burner for the size of the pan.
- ✓ Avoid using self-cleaning oven.
- ✓ When cooking on burner, use glass or ceramic pans with tight- fitting lids.
- ✓ Avoid frequently opening oven door or lifting cooking utensil lids to check cooking progress.

Commercial and industrial customers can:

- ✓ Implement load management programs, including group load cooperatives and appliance cycling programs.
- ✓ Implement lighting reduction programs, such as delamping and replacement of incandescent or fluorescent lighting with more efficient lighting.
- ✓ Reduce or curtail advertising, decorative, or functional lighting (e.g., lighting car sales lots after business hours).
- ✓ Reduce or curtail comfort heating and cooling of certain nonresidential spaces (e.g., vacant motel or guest rooms).

- ✓ Reduce or curtail indoor business lighting after closing.
- ✓ Reduce or curtail operation of swimming pool and spa pump and filter systems during peak hours.
- ✓ Reduce heating or cooling level when building is not in use.
- ✓ Install timers on light switches in little-used areas.
- ✓ Cover holes, openings, abandoned vents, and broken windows.
- ✓ Repair faulty louvers and dampers.
- ✓ Provide proper maintenance and lubrication of motor driven equipment.
- ✓ Shut off cooling water when not required.
- ✓ Clean or replace air filters regularly.
- ✓ Repair faulty insulation and doors in furnaces and boilers.
- ✓ Turn off conveyors, lift trucks, etc. when not in use.
- ✓ Recharge batteries during off-peak demand time.
- ✓ Consolidate delivery schedules.
- ✓ Turn off interior lighting, electric typewriters and computers and other such equipment when not in use.
- ✓ Reduce outdoor illumination to minimum level needed for security.

Suggested Emergency Programs

Gasoline Queue Management Controls. To maintain order and discourage topping off fuel tanks in private vehicles, gasoline retailers may be required to comply with some or all of the following measures:

- ✓ Post service station hours.
- ✓ Post flags to show availability of fuel.
- ✓ Require minimum fuel purchase.
- ✓ Require weekend operations for gasoline retailers.
- ✓ Restrict gasoline purchases to odd or even numbered days.

Strictly Enforced Speed Limits. The Governor may direct the California Highway Patrol to increase enforcement of

speed limits to obtain additional fuel savings.

Employer Transportation Programs. The Governor may require large employers, those with 500 or more employees, to operate emergency transportation management programs to increase ridesharing.

Changes in Work Patterns. Work pattern changes, which may have been voluntarily implemented by some employers, may become mandatory for state and local governments and large private sector employers. The Governor may require emergency flexible work schedules, telecommuting, and teleconferencing programs.

Mandatory reduction of electricity and natural gas. The voluntary demand reduction measures previously listed may become mandatory for some customers.

FIGURE 3
SITUATION REPORT PROCEDURES CHECKLIST

Title/Date of Report:	
✓	Task
	Give draft copy to Contingency Planning Manager for review.
	Give draft of Situation Report and cover memo to the following for review: <ul style="list-style-type: none"> • Executive Director • Chief Deputy Director • Chairman • Chairman's Adviser • Fuels Committee Commissioner • Fuels Committee Commissioner's Adviser
	Once all changes have been made, print final version (first page of Situation Report is printed on Commission letterhead).
	Cover memo signed by Chairman.
	Make 25 copies of complete package.
	Hand carry original and 3 copies to Governor's Office.
	Hand carry 2 copies to Resources Agency.
	ONLY AFTER GOVERNOR HAS RECEIVED IT, distribute to: <ul style="list-style-type: none"> • Executive Director • Chief Deputy Director • Chairman • All Commissioners and Advisers • Media and Public Communications Office • Public Adviser's Office
	Send electronic copy of Situation Report to Media and Public Communications Office for posting on the Internet.
	FAX the Situation Report to external distribution list.
	Make additional copies of Situation Report only for internal distribution to interested staff.
	Place copy in file.